# PUBLIC SERVICE COMMISSIONER

## ANNUAL REPORT 1991

Alberta

PERSONNEL ADMINISTRATION OFFICE

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# Contents


| | PAGE |
|---|---|
| Organization Chart | 7 |
| Vision, Mission, Operating Principles and Values | 8 |
| PAO Reorganization | 9 |
| Functional Statements | 10 |
| Employee Relations Division | 11 |
| Executive Management Planning and Development Program | 15 |
| Classification and Staffing Policy and Consulting Division | 16 |
| Staff Development and Occupational Health Division | 19 |
| Systems Planning and Support Division | 24 |
| Personnel Management Improvement Services Division | 25 |
| Statistics | 27 |

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Alberta
LABOUR

Office of Minister

Also responsible for
LABOUR RELATIONS BOARD
HUMAN RIGHTS COMMISSION
WOMEN'S SECRETARIAT
ADVISORY COUNCIL ON WOMEN'S ISSUES
PERSONNEL ADMINISTRATION OFFICE

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Edmonton, Alberta T5K 2B6
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June 12, 1992

Honourable David Carter
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

I have the honour to submit to you the Annual Report of the Personnel Administration Office for the calendar year ended December 31, 1991.

Yours truly,

Elaine McCoy

ELAINE McCOY, Q.C.
Minister Responsible for
Personnel Administration Office

Alberta
PERSONNEL ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta, Canada T5J 3S8 Tel. 403/427-8116 Fax 403/422-5428

June 12, 1992

The Honourable Elaine McCoy, Q.C.
Minister Responsible for the
Personnel Administration Office
Room 103, Legislature Building
EDMONTON, Alberta

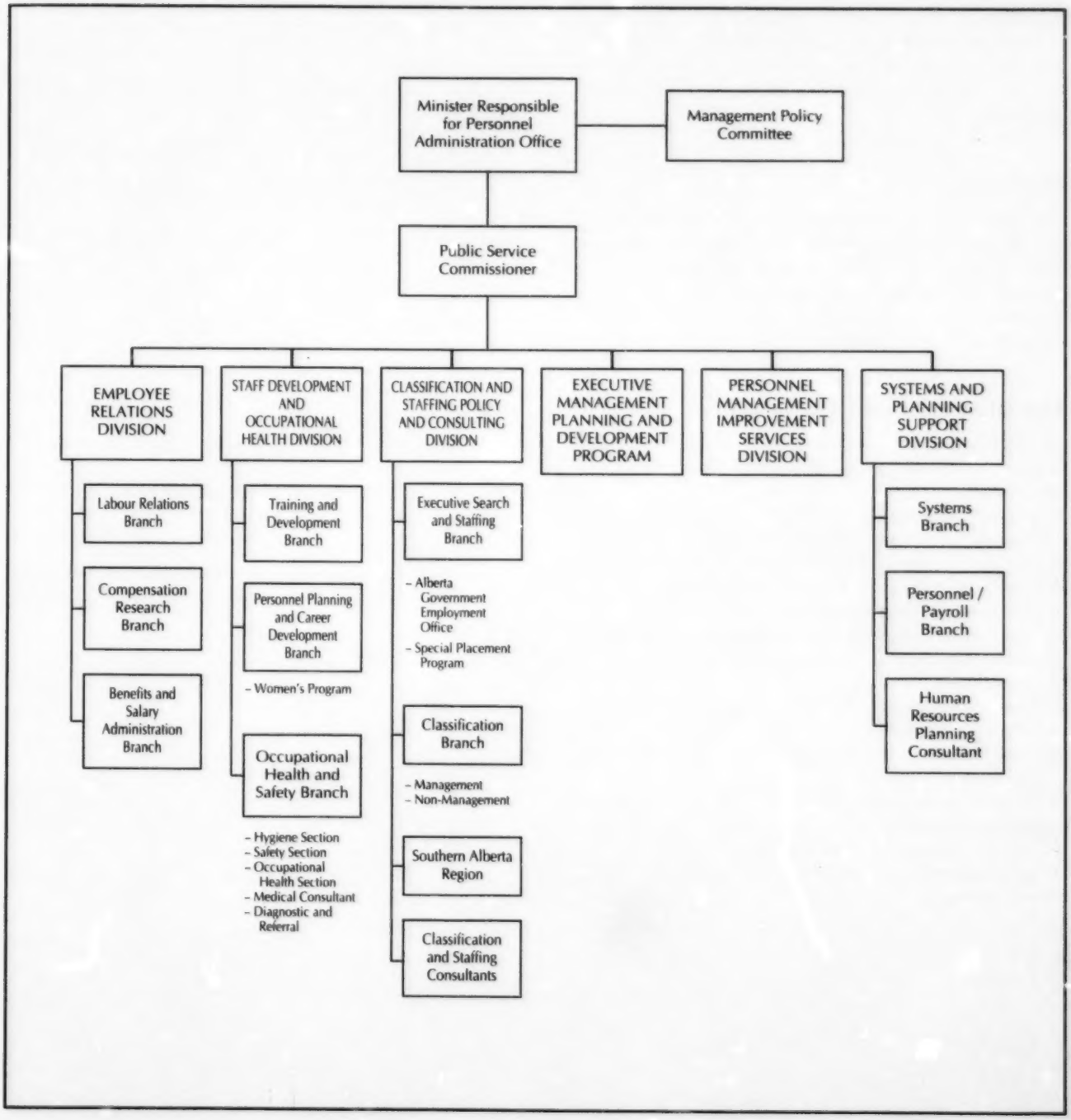
Madam:

I have the privilege to present to you the Annual Report of the Personnel Administration Office, pursuant to the Public Service Act, for the calendar year ended December 31, 1991.

Respectfully submitted,

J.E. DIXON
Public Service Commissioner

# Personnel Administration Office Organization Chart as of December 31, 1991


Minister Responsible for Personnel Administration Office
Management Policy Committee
Public Service Commissioner
EMPLOYEE RELATIONS DIVISION
Labour Relations Branch
Compensation Research Branch
Benefits and Salary Administration Branch
STAFF DEVELOPMENT AND OCCUPATIONAL HEALTH DIVISION
Training and Development Branch
Personnel Planning and Career Development Branch
- Women's Program
Occupational Health and Safety Branch
- Hygiene Section
- Safety Section
- Occupational Health Section
- Medical Consultant
- Diagnostic and Referral
CLASSIFICATION AND STAFFING POLICY AND CONSULTING DIVISION
Executive Search and Staffing Branch
- Alberta Government Employment Office
- Special Placement Program
Classification Branch
- Management
- Non-Management
Southern Alberta Region
Classification and Staffing Consultants
EXECUTIVE MANAGEMENT PLANNING AND DEVELOPMENT PROGRAM
PERSONNEL MANAGEMENT IMPROVEMENT SERVICES DIVISION
SYSTEMS AND PLANNING SUPPORT DIVISION
Systems Branch
Personnel / Payroll Branch
Human Resources Planning Consultant

# Vision, Mission, Operating Principles and Values

## Vision

The vision of the Personnel Administration Office is to achieve distinction as a progressive, credible centre of expertise in personnel management and to be recognized for our leadership, innovation and high quality services and programs.

## Mission

The Personnel Administration Office is committed to provide quality advice, service and programs in the Alberta Public Service. This will be accomplished in two ways: Through a strong framework of policies, programs and systems for human resource management; and by supporting clients through personnel services.

## Operating Principles and Values

People are the most valuable resource of the Personnel Administration Office. To demonstrate this belief, the office will:

- Cultivate a stimulating, supportive environment to achieve operational and personal goals.
- Focus on results at all levels within the organization.
- Recognize individual and team performance.
- Promote free and open communication.
- Foster decentralized decision-making where practical.
- Ensure staff are responsible for their actions and decisions.
- Provide excellent service and high quality advice and assistance to clients.
- Keep policies, procedures and guidelines flexible wherever possible.
- Cultivate mutual trust, confidence and respect among staff and clients.
- Maintain a high standard of integrity.
- Encourage creativity and innovation at all levels of the organization.

# PAO Reorganization

In order to better organize functions and streamline services, the Personnel Administration Office amalgamated the Management Programs Division into the rest of the department on June 10, 1991.

The following is a brief summary of the changes:

- The Coordinator, Executive Management Planning and Development became responsible for Alberta Interchange, Personnel Community Coordinator, and special projects related to the management group.
- Executive Search joined the Staffing Branch in the Classification and Staffing Policy and Consulting Division.
- Management Pay was integrated into the Compensation Research Branch in the Employee Relations Division.
- Management Benefits was integrated into the Benefits and Salary Administration Branch in the Employee Relations Division.
- Staff Relations for non-union employees and advice on the Code of Conduct and Ethics was integrated into the Labour Relations Branch of the Employee Relations Division.
- Performance Appraisal and Management Development was integrated into the Staff Development and Occupational Health Division.

The reorganization demonstrates fiscal restraint and provides clients with continued high-quality service.

# Functional Statements

The functions of the Public Service Commissioner and each division of the Personnel Administration Office are as follows:

## Public Service Commissioner

- Provides advice on personnel policy and legislation to the Minister Responsible for the Personnel Administration Office and to the Government of Alberta
- Develops and administers systems to implement policies and practices
- Manages a comprehensive personnel program
- Provides advice and assistance to departmental officials on personnel matters
- Advises and informs the Minister on all aspects of personnel administration

## Employee Relations Division

- Negotiates and interprets collective agreements
- Develops personnel, compensation, and employment policies for excluded, opted-out and management groups
- Develops, implements and coordinates administration of employee benefit programs and pay plans
- Researches compensation issues for all employee groups
- Provides employee-relations consulting to departments

## Executive Management Planning and Development Division

- Coordinates executive management development programs including Alberta Interchange
- Represents the Public Service Commissioner on special projects and issues such as personnel community development and pension reform

## Classification and Staffing Policy and Consulting Division

- Assists in recruiting and retaining a qualified workforce through effective, equitable classification and staffing policies and procedures
- Provides effective consultation and program services to departments
- Assists persons with disabilities and those who are disadvantaged to obtain meaningful public service work experience

## Staff Development and Occupational Health Division

- Provides training and development services, performance management education and consulting services to Alberta Government departments
- Coordinates initiatives for women employees under the Alberta Plan for Action for Women and provides career development services
- Coordinates an occupational health and safety program

## Systems and Planning Support Division

- Develops and maintains cross-government and internal human resource management information systems
- Assists departments with human resource plans
- Provides personnel/payroll service for employees of the Personnel Administration Office
- May undertake projects related to finance and administration needs, or program development

## Personnel Management Improvement Services Division

- Conducts a comprehensive review of personnel programs and services to identify opportunities for improvement

# Employee Relations Division

## Labour Relations Branch

The collective bargaining begun in 1990 concluded this year. New voluntary separation programs were introduced. Mid-year organizational changes within the Personnel Administration Office put the branch in a good position to deal with service-wide fiscal restraint activities. A new communications plan was developed to implement the Vision, Mission, and Operating Principles and emphasis has been on providing services to departments.

### Consulting Services

Consulting Services provides effective labour relations advice and assistance to departments. As the departments' main contact on labour relations, Consulting Services interpreted contracts and assisted in problem resolution. It also provided support and expertise to the other sections of the Labour Relations Branch, in collective bargaining, grievance adjudication, training and compensation research.

Consulting Services held labour-relations seminars for personnel staff in Edmonton and Calgary. The discussions included voluntary separation allowance programs, contract interpretations and bargaining unit exclusion issues. The seminars provided updates on recent grievance adjudication decisions, the collective bargaining process and communication programs.

The section regularly met with the Alberta Union of Provincial Employees to discuss and resolve labour relation problems.

### Employee Relations – Management Staff

Responsibility for employee relations for management, opted-out and excluded groups was transferred to the Employee Relations Division during the year. The unit consulted and advised departments on discipline, position abolishment, downsizing and severance arrangements. It also helped operate the voluntary separation allowance program.

The division advised departments on code of conduct and ethics issues.

### Compensation Research

The branch focused on collecting and analyzing compensation information for all groups of government employees. Major surveys conducted in 1991 included the biennial Survey of Benefits and the annual salary survey. The branch also conducted various compensation research projects.

During the year, Compensation Research assumed a support role related to compensation administration for Alberta government managers. This role includes assisting departments in regulation and guideline interpretation, and collecting data for Management Policy Committee of Cabinet. The branch was involved in a number of compensation reviews including those affecting senior officials, executives and lawyers. It also provided technical advice on the impact of federal pension reform on Alberta Government managers. In early 1991, the administration of contracts of employment was delegated to departments. This allowed departments to tailor contracts to meet their organizational needs.

In April, staff started providing labour relations consulting services as part of an in-house development program. Compensation research assignments were also made available to labour relations staff to encourage cross-training in the various personnel disciplines.

As part of its new role, the branch assumed responsibility for making recommendations regarding the pay of non-bargaining unit groups. In this regard, management salary ranges were adjusted by three per cent on June 1991, with Deputy Ministers given the discretion to establish individual salary adjustments to a maximum of five per cent for combined economic and merit pay. Also, as a fiscal restraining measure, a twelve-month salary freeze applicable to managers and other senior government officials was announced on November 20, 1991.

### Adjudications

During 1991, there were 779 new grievances filed at various stages of the grievance process. With 227 unresolved grievances carried over from previous years, the total number of grievances processed in 1991 was 1,006, as compared with 834 in 1990. A total of 178 grievances remained unresolved at year end.

During the year, 63 hearings were scheduled before adjudication boards to deal with 84 individual grievances. These boards issued 26 awards, with six more pending. The remaining issues were adjourned, settled or withdrawn.

The total number of adjudication awards received in 1991 was 31; five decisions involved cases heard in the previous year. Of these 31 awards, 13 were denied, ten were allowed and in eight cases the outcome did not clearly favor either party or dealt with a jurisdictional issue.

### Exclusions

The Public Service Employee Relations Act allows the employer to exclude some employees from the bargaining unit. The Alberta Union of Provincial Employees challenged a number of these decisions before the Public Service Employee Relations Board. The challenges did not materially alter the criteria for excluding positions from the bargaining unit.

### Training

The 1991 training calendar focused on managers and supervisors operating in a team environment.

The new program on Investigative Interviewing in a Labour Relations Environment has been revised, as a result of input from line managers and personnel administrators who attended the pilot trial runs. The new one-day program on "The Role of the Designated Officer in the Grievance Process" has been completed. It will be piloted in 1992.

The Labour Relations Branch continued to provide in-house programs for departments upon request.

### Collective Bargaining

The Collective Agreement, which includes the Master Agreement and 12 Subsidiary Agreements, was concluded March 27, 1991, after 14 months of bargaining. The Master Agreement and 10 of the 12 Subsidiaries had been ratified in 1990. Two Subsidiaries settled in early 1991.

In addition to collective bargaining, other special initiatives were undertaken in 1991. A voluntary separation allowance agreement was reached between the Employer and the A.U.P.E. The agreement gave employees, whose positions had been abolished, the choice of a monetary separation allowance in lieu of the abolishment options available under the collective agreement. Of the 98 employees who were served position abolishment notice, 59 took the option of a monetary separation allowance agreement. The voluntary separation allowance agreement was to expire December 31, 1991, but was extended for an additional year.

A communications plan was developed to provide managers with timely and comprehensive information on collective bargaining. Pre-negotiation training will be provided to team members. A more pro-active bargaining reporting procedure will be put in place, and changes to the collective agreement will be communicated after the settlement is reached.

The next round of bargaining begins in early 1992. Preparations began in September with departmental visits to determine changes required in the collective agreement. In addition, input was received from the Employee Relations Sub-Committee of the Personnel Directors' Council. Collective bargaining proposals were prepared.

## Benefits and Salary Administration Branch

The Benefits and Salary Administration Branch coordinates group employee benefit plans for all government employees and for about 1,300 pensioners who retired under the government's Early Retirement Incentive Program in 1987-88. The branch consults with government departments on non-management salary administration and terms and conditions of employment. In June 1991, the branch became responsible for administering the International Service Allowance Regulation and consulting with government departments on management benefits.

### Group Life Insurance Plans

Group Life Insurance Plans provide basic life; accidental death and dismemberment; dependants' life; and paid-up life insurance for retirees through separate plans for employees in the bargaining unit and management, opted-out and excluded employee groups. The plan for management and excluded employees also provides employee-paid optional life insurance.

The claim experience during the plan year ending March 31, 1991 is as follows:

**Group Life Insurance Plan**

| | Bargaining Unit | Management and Excluded |
|---|---|---|
| A. Basic Group Life Insurance | | |
| Deaths | 64 | 13 |
| Average Claim | $62,344 | $127,538 |
| B. Accidental Death and Dismemberment | | |
| Claims | 9 | 0 |
| Average Claim | $92,334 | 0 |
| C. Dependants' Life Insurance | | |
| Deaths | 40 | 10 |
| Total Claims Paid | $250,000 | $55,000 |
| D. Retiree's Life Insurance | | |
| Deaths | 90 | 11 |
| E. Optional Life Insurance | | |
| Claims | N/A | 7 |
| Average Claim | N/A | $73,286 |

### Travel – Occupational Accident Insurance Plan

Wage employees and others not covered by the Group Life Insurance Plan are covered by this plan. It provides benefits when accidents causing death or dismemberment occur while employees are working, including business travel. The principal amount of insurance is equal to four times the employee's salary to a maximum of $125,000. During 1991, one accidental death resulted in a claim payment of $81,000.

### Dental Plans

The dental plans for bargaining-unit employees and for management and other excluded employees are totally funded by the employer. An optional dental plan, totally employee-paid, is also available to management and excluded employees. The plans provide coverage on a co-insured basis for basic, major and orthodontic dental procedures for the employee, their spouse and dependant children. During 1991, the plans paid dental benefits of $10,385,077 under the bargaining unit employees' plan and $3,877,970 for the management and excluded-employee group, including the benefits paid under the optional dental plan.

### Extended Medical Benefits Plan

This plan is available to any salaried employee who is enrolled. The premiums are shared equally by the employer and the employee. Early retirees may also participate up to age 65. Prescription drugs and other medical services not provided by Alberta Health Care are covered for the employee/retiree, spouse and dependant children. Total benefits paid from the plan during the benefit year ending June 30, 1991 were $7,911,000.

### Long-Term Disability Plans

These plans pay a significant portion of a covered employee's salary if they are medically disabled for a lengthy period. Both the bargaining unit plan and the plan covering management and excluded employees provide benefits of 70 per cent of the employee's salary, up to specified maximums, during the period of disability. Employees in the bargaining unit plan share equally the premium costs with the employer.

A total of 773 employees were receiving benefits from the plans on March 31, 1991, a net increase of 67 employees from the same date last year. A total of 324 employees came off benefits during the 1990-91 benefit year. The plans paid $11,507,962 in benefits and other payments to qualifying plan recipients over the 12-month period ending March 31, 1991.

**Employee Funded Leave Program**

This program started on April 1, 1990. It allows employees, with their department's approval, to regularly set aside a part of their monthly salary over a one- to six-year period. These monies are to fund a future leave of absence of six to 12 months to pursue further studies or other personal interests. During the year, full-time temporary employees and employees from eligible Crown agencies were added to the program. By the end of the first year of operation, (March 31, 1991) 116 employees participated. The program fund, made up of salary contributions and investment income, less deductions for payments and administration fees, was valued at $743,315.23 on March 31, 1991.

# Executive Management Planning and Development Program

Executive Management Planning and Development deals with management career-development and mobility programs. Two of the programs are Alberta Interchange and the National Defence College.

In 1991, the emphasis on exchanges with the private sector was increased. The input from the Interchange Advisory Committee and strong departmental support achieved a greater balance between exchanges into and out of the Alberta Public Service. The number of exchanges initiated increased by 48 per cent.

The program was also involved in coordinating inter-divisional management group and personnel community projects, including those covering planning and development, pension reform and the Code of Conduct and Ethics.

# Classification and Staffing Policy and Consulting Division

## Classification Branch

The Classification Branch helps departments evaluate management and non-management positions. The branch maintains and assesses classification plans; and allocates executive management positions, key positions, holding positions and some central support positions.

### Classification Consulting Services

In 1991, allocation authority was given to departments for general administration, systems, and planning positions at the manager and senior manager levels.

Departments received classification advice and service on:
- allocating executive manager, key and holding positions;
- class usage;
- delegated management decisions;
- annual statistical information;
- complex allocations;
- classification appeals;
- developing and delivering training;
- identifying comparison positions; and
- special requests.

Representatives from department personnel offices and the P.A.O. established a committee to examine classification procedures and to recommend time-saving changes. Recommendations included developing a better comparison registry, automating the system for making organization charts, training line managers to prepare position descriptions and making some steps in the allocation process optional, rather than mandatory.

The present job evaluation plan for executives is being reviewed. An interdepartmental steering committee has been established to oversee and manage the review. The project is targeted for completion in 1992.

### Classification Standards

The Classification Standards Section:
- plans, organizes and manages class series reviews in consultation with departments;
- develops and revises policies, regulations and procedures;
- reviews the use of classes and class series; and
- maintains class specification, benchmark position and management allocation manuals.

During 1991, new, revised or updated specifications of 47 class series from the 1960s were completed. Twenty-five classes were deleted from the classification plan. Updating class series from the 1970s began.

The section also assisted departments with research on developing draft specifications for 47 other class series still under review.

### Classification Systems

The Classifications Systems Section evaluates trends in job evaluation and recommends changes to the classification plans. The section develops monitoring strategies, and reports on classification activities and usage in the departments. Classification training is coordinated and conducted by the section.

In 1991, the classification monitoring program was developed. The Monitoring and Reporting Task Force adopted a number of classification monitoring objectives and a format for the annual classification monitoring report for the departments. A working committee composed of department and P.A.O. representatives, developed the program and provided input on the components of the report.

A Classification Manual was written for personnel staff. The manual is a comprehensive source of authorities, policies, guidelines, procedures and examples for non-management and management positions.

A Classification Action Decision form (PA095) was developed for both management and non-management classification decisions. It replaces two forms and provides more classification information.

Classification training was provided to personnel staff and line managers. Three non-management classification courses were presented to 61 participants. Three management classification courses were presented to 53 participants and one position-description writing session was held for 19 participants. In addition, information sessions were held for over 140 staff and managers. Four briefing sessions were given to 84 participants on the Classification Manual and the Classification Action Decision form.

**Classification Appeals**

The Bargaining Unit and Opted Out and Excluded Board addressed 95 appeals that were received in 1991 and 74 appeals that were carried over from 1990. The results were: 66 withdrawn; 15 invalid or abandoned; 12 granted by the department; 15 granted by the Board; and 27 denied by the Board. The remaining 34 carried over to 1992.

The two Informal Review Committees, established after the Administrative Support Series was implemented, reviewed 259 positions. Fifty-nine went to a Classification Appeal Board hearing, 25 of which were heard in 1991 and 34 in 1990. Nine of these appeals were granted and 50 were denied. Decisions made by the Board differed from the Informal Review Committees' recommendations in eight appeals.

The Management Classification Appeal Board addressed one appeal received in 1991 and one that was carried over from 1990. Both of these appeals were denied. There were no Executive Management Appeals in 1991.

## Executive Search and Staffing

During 1991, Executive Search amalgamated with the Staffing Branch.

The branch conducts executive searches; provides advice and training to departments; develops, maintains and monitors the staffing process; develops policies and procedures; participates in investigating and reviewing issues and complaints; assists departments in staff-adjustment administration; and helps disadvantaged Albertans get work experience in the public service.

It provides a specialized consulting service to senior officials, managers and personnel directors recruiting and selecting executives for senior government positions.

Executive Search and Staffing conducted a total of 23 job competitions in 1991, with two carried over from 1990. Twelve positions were staffed by year-end, ten of which had been filled by internal candidates. Eighteen of these competitions were advertised as open to all interested candidates, three were limited to government employees and two were limited to departmental employees. Nine of these competitions were for the Executive Manager I level and nine were for the Executive Manager II level. The section helped staff three Senior Official positions and two positions at other management levels. Sixteen positions were exempted from competition in 1991. Of these, eight were lateral transfers, seven were promotions and one facilitated a developmental assignment.

Executive Search and Staffing participated in the Career Enhancement Workshop for Senior Managers. The branch also ensured candidates from under-represented groups were given full consideration in the competition process.

The APIX Staffing component computer system for all departments was implemented before the targeted completion date. The branch provided training for departmental staff, and continues to provide a 'help desk' service to assist users. With the APIX Staffing system fully operational, it became possible to provide departments with direct computer access to the advertising agency and to the printer of The Bulletin, reducing advertising deadlines by an extra day. General briefing sessions were held to introduce the new advertising procedures, and a guidebook was developed. The APIX system also allows departments to retain their official competition files.

As access to information is becoming more critical in managing and evaluating staffing, a committee of branch and departmental staff reviewed service-wide reporting requirements and is developing a computerized on-line reporting system.

Twenty employees attended the four-day Staffing Policies and Procedures program. The three-day Interviewing program was offered to a total of 31 participants.

In March, the branch sponsored a workshop for government recruiters and line supervisors on Native Staffing. The branch also met with personnel managers and administrators from across the public service for a technical briefing and general discussion on legal issues relating to the staffing process.

Training sessions for personnel administrators concerning the position abolishment process were presented in early 1991. The branch also participated in workshops for line managers dealing with staff adjustment decisions. Ninety-nine employees were served notice of position abolishment for the 1991-92 fiscal year. By the 1991 calendar year-end, nine employees remained to be considered for placement in alternate positions. A staffing freeze was announced in late November.

## Special Placement

The special placement program helps people obtain work by first gaining skills through actual work experience. Clients include those with physical, emotional or mental disabilities, or those who are over 45 years old. In 1991, 65 per cent of clients had physical or emotional/mental disabilities. That year, 85 clients were placed under the program.

To make more people aware of the special placement program, staff participate in training programs for departmental personnel administrators. The programs increase the understanding of the needs and abilities of disabled and/or disadvantaged people. Suitable occupations for these clients are also identified. In addition to clerical work experience projects, special placement has continued to find placements in other occupational areas including institutional aides, social work technicians and a laboratory aide.

Staff also work with outside agencies who deal with these individuals and make referrals when appropriate.

Of those clients who completed work experience projects in 1991, 25 per cent got another job with the Alberta government or other employers; 70 per cent were employable and looking for work; 2.5 per cent were not interested in obtaining further employment; and 2.5 per cent were considered not capable of competitive employment.

In addition, 29 people were placed in one-month assessments, resulting in 24 being placed in Special Placement Work Experience projects. Also, placements were made in wage jobs with Alberta government departments. See the Special Placement Program Statistics 1991 chart on page 31.

## Work Experience and Work Study Program

The work experience program provides experience for credit in an occupational area of the student's choice. Students in the work study program are enrolled in a specific course and, as part of that course's requirement, must complete a field placement. For the 1990–91 school year, departments identified 195 potential worksites for placement for work experience and work study students. A total of 92 high school and vocational center student referrals were received, resulting in 88 placements.

## Southern Alberta Regional Office

The Southern Alberta Regional Office, located in Calgary, provides a variety of personnel services to department personnel offices, line management, employees and the public in the area south of Red Deer. All divisions of the Personnel Administration Office are represented, as are the Minister's and Public Service Commissioner's Offices.

The office completes special projects in Classification and Staffing. It also coordinates advertising, reviews exemption requests, and supports the recruitment of entry-level administrative support personnel.

Information and training sessions regarding changes to the recruitment advertising process and to APIX were provided to department personnel staff.

Government-wide downsizing resulted in many positions being abolished and redeployed. Affected employees were interviewed, advised, referred to available vacancies and assisted with an outside job search.

The Chair of the Recruitment Standards Committee, a member of the regional office, coordinated the revision of several existing recruitment standards as well as the development of new standards resulting from completed class series reviews. Interpretations of existing standards were provided, and responses made on issues resulting from technical changes and revised legislative requirements.

The regional office staff kept in touch with the community by belonging to advisory committees; answering requests from municipalities, boards, agencies and the private sector; and participating in salary surveys. Regional personnel offices received classification support on management and non-management classification. Office staff also provided support to the Classification Branch with updates on a number of class specifications from the 1960s and 1970s.

# Staff Development and Occupational Health Division

The Staff Development and Occupational Health Division was involved in two government-wide management development initiatives during 1991: Plain Language and Total Quality Management.

Working with the Department of Consumer and Corporate Affairs, a plain language educational strategy was developed which included a generic plain language course and a plain language leader training program.

The division was also involved in a major research project on the application of Total Quality Management to the Alberta Public Service. This research was initiated by recommendations from the Premier's Council on Science and Technology and advanced through discussions with the departments of Economic Development and Trade and Technology, Research and Telecommunications.

As reported last year, a joint Alberta Public Service/Alberta Union of Provincial Employees "Balancing Work and Family" survey was sent to all employees in November 1990. The results were tabulated in early 1991 and sent back to the employees. The results were also analyzed by a special committee that recently tabled its report, with recommendations for further initiatives to balance work and family in the Alberta Public Service. These recommendations include the adoption of a philosophy statement, information and educational initiatives, and further initiatives for providing flexible working conditions. In November 1991 a "Balancing Work and Family" symposium was attended by over 600 managers and employees. Further symoposia are planned for 1992. A guidebook summarizing Balancing Work and Family issues faced by employees and outlining the services and benefits already available, was developed to increase awareness at all levels of the Alberta Public Service.

Operationally, the Occupational Health Service was restructured to provide more flexibility and program ownership to departments. This resulted in a move from direct program delivery to an advisory/consultative role.

## Training and Development Branch

The Training and Development Branch provides employees of the Alberta Public Service with staff development programs and services aimed at developing effective management practices while responding to current and emerging trends and needs. The major roles of the branch include: research on current and emerging trends; identification of training and development needs; providing specialized consultative services; management of training and development programs; and sponsoring special events. The Training and Development Branch was involved in the following initiatives in 1991:

### Senior Executive Development Program

The University of Alberta continues to provide, under contract, the Senior Executive Development Program. This program consists of five one-week modules spread over a five-month period and is tailored to the Executive Management group of the Alberta Public Service. The Senior Executive Development Program is in its fifth year of operation and has graduated a total of 56. A Capstone Seminar for graduates was offered this year, and similar events are being planned.

### Executive and Senior Management Programs

Two streams of programming to meet the needs of the senior management group have been developed: an Issues Series to address current and emerging topical areas; and skills programs to enhance existing abilities. In 1991, six issues sessions were presented to oversubscribed audiences, including:

- A Vision for the Future
- The Changing Political Environment
- The Changing Workforce
- Changing Public Expectations
- Environmental Issues
- Ethics and Accountability in Government

Another Issues Series will be held in 1992.

Seven skills programs were developed and offered successfully to Senior and Executive Managers including:

- Leadership for Change
- Corporate and Strategic Planning
- Monitoring Effectiveness in the Public Service
- The High Performing Organization and Visionary Leadership
- The Art of Negotiating
- Media Relations
- Orchestrating Team Performance

### Supervisory and Middle Management Programs

During 1991, a committee of department and branch staff was formed to transfer program responsibility for 13 supervisory and 15 middle-management programs to the Northern Alberta Institute of Technology and University of Alberta. Before the transfer, each program was redeveloped or updated.

Following the transfer, steering committees were established with each institution to ensure programs continue to meet needs, adhere to a competency-based profile, and focus on trends in the Alberta Public Service.

### Total Quality Management

In 1991, the possibility of applying Total Quality Management (T.Q.M.) to the public service was researched. Based on managerial interest in T.Q.M., research focussed on developing an educational strategy which includes information sessions, new courses and a forum for senior departmental representatives.

Branch staff have also compiled an inventory of T.Q.M. resources, developed reference materials, and consulted with departments on how to get started in T.Q.M.

### Special Events and Projects

In February, deputy ministers attended a special forum on situational leadership by Ken Blanchard, co-author of "Management of Organizational Behaviour: Utilizing Human Resources".

In May, Stephen Covey gave a presentation to approximately 400 employees and managers in Edmonton and Calgary on his best-selling book "The Seven Habits of Highly Effective People".

During the second half of 1991, the branch worked with the Department of Consumer and Corporate Affairs to develop an educational strategy for the Government's Plain Language Program. The strategy includes working with educational institutions to add elements of plain language to existing courses; establishing an inventory of plain language consultants; implementing a plain language course for government-wide use; and developing a plain language leader training program for departments to use internally.

The Western Career Assignment Program was transferred to the branch in June 1991. Three participants are currently on assignment with the program and a new participant will start course work in January 1992.

In addition to providing the Personnel Administration Office Staff Development Calendar of Services, the branch is also developing a comprehensive Guide to Training and Development in the Alberta Public Service. The Calendar and Guide will be produced in the spring of 1992 and will eventually be available on-line to departments through the Preference software program.

## Personnel Planning and Career Development Branch

The Personnel Planning and Career Development Branch offered programs to ensure all government employees have the same opportunities for employment and career development. Services were provided to Alberta Public Service employees in the following areas:

### The Women's Program

This program helps women achieve their career potential in the Alberta Public Service. In 1991, under the Alberta Plan for Action for Women, the Branch undertook the following initiatives:

A. The Mentoring Program for Senior Management Women ran throughout the year, with 19 participants matched with 19 executive managers. Assistance was provided to several departments in establishing their own in-house mentoring programs.

B. The "Balancing Work and Family" survey results were tabulated and sent to all employees in July 1991. Based on the results, recommendations were made for further initiatives in the area. A "Balancing Work and Family" symposium was offered to employees, with over 600 people attending. A Vital Balance booklet informed employees of various services and options available to assist them in balancing their work and family responsibilities.

C. A job-share guidebook, sent to departments for distribution, explained the administrative aspects of job

sharing to employees, supervisors and personnel practitioners.

D. The second year of the Accelerated Management Training Program was offered. Forty women were selected for the program, with 11 of the seats being funded by departments. Each participant will receive approximately 20 days of management training followed by a developmental assignment in her own department.

The Women's Programs Coordinators, appointed in every department, continue to develop initiatives and activities to assist women in career development.

The Women's Program maintained statistics on the status of women in the Alberta Public Service, and sent annual reports to each deputy minister on the status of women in their department. Action plans, based on these statistics, were requested and received.

Research on employment equity issues, including "Balancing Work and Family" and "Managing Diversity", continued in 1991.

#### Career Planning Services

Career planning programs are offered to all government employees up to the senior management level.

The Resource Centre, developed by the Personnel Planning and Career Development Branch, and administered by the Alberta Labour library, promotes employee self-help and development. The library continues to grow with new books and audiovisual resources being added.

#### Performance Management (Education and Consulting Service)

Responsibility for performance management systems and education was transferred to the Personnel Planning and Career Development Branch in May 1991. A revised performance management policy will be finalized in 1992. Work began on developing a longer-term strategy for performance management that will support total quality management initiatives. Training programs for managers and supervisors continued to be offered.

## Occupational Health and Safety Branch

The Occupational Health and Safety Branch provides program coordination and support services aimed at preventing injuries at government worksites and protecting and promoting employee health.

#### Occupational Safety

The Safety Section provides consultation and resource services in safety program development, safety education, worksite evaluation, accident reporting, and investigation and legislation review. The Safety Section is a resource to the Government/A.U.P.E. Occupational Health and Safety Committee.

To deal with repetitive strain injuries among office workers, an Ergonomic Policy and an Ergonomic Guide were developed for distribution in early 1992. An educational program was developed to increase awareness in workers, managers, supervisors and accommodation/facilities personnel regarding potential health problems from the use of electronic office equipment such as computers.

Considerable attention was given to evaluating health and safety programming in government departments during 1991. A model audit instrument and an auditor training program were developed for departments to use. Departments will carry out in-house audits to determine how well they are meeting legislative and Alberta Government Occupational Health and Safety Program requirements. Once the in-house audit has been completed to a department's satisfaction, it can then request the Occupational Health and Safety Branch, Personnel Administration Office to arrange for an external audit.

Safety education is a priority for the occupational safety program. Training ensures that managers, supervisors, and workers know how to perform work safely and how to meet workplace safety requirements. Training programs are offered in the classroom and by self-directed learning.

Management and the Alberta Union of Provincial Employees work together on improving workplace safety, a key strength of the government's safety program. The government/A.U.P.E. Occupational Health and Safety Committee advised on a number of issues, including worker wellness, office environmental factors,

accident/injury experience rates, and the Worksite Hazardous Materials Information System (WHMIS). The A.U.P.E. also co-sponsored the government-wide accident prevention awareness campaign during Canadian Occupational Health and Safety Week.

**Occupational Hygiene**

The Occupational Hygiene Section provides specialist technical advice and support to help departments minimize potential workplace health hazards.

During the year, the section monitored and audited environmental conditions in a wide range of government operations, including fish hatcheries, correctional institutions, paint shops, hazardous waste sites, and agriculture and forestry facilities. Indoor air quality surveys were conducted in two government buildings. Occupational hygiene expertise was provided to the Alberta Forest Service and Transportation Departments to evaluate noise exposure of employees presently on audiometric programs.

To help departments meet WHMIS requirements, a chemical inventory computer program was developed. With this, departments can effectively manage material safety data sheets for controlled chemical products. A new training program was also developed and delivered on using and understanding material safety data sheets (MSDSs).

During 1991, training programs were delivered on noise dosimetry, environmental monitoring and indoor air quality. A new program, "Introduction to Occupational Hygiene for Managers and Supervisors" was developed.

A guide for developing a Code of Practice for Asbestos was completed to assist departments with the identification, removal and/or substitution of asbestos compounds. During the year, departments were helped to develop codes of practice for operations, such as spray painting, sand blasting, pesticide application, silk-screening, fumigation, and use of biohazard and toxic dusts. Work on a guide for developing a code of practice for benzene, a WHMIS-designated substance used in government, was started.

The Occupational Hygiene Section helped develop: an audit instrument for health safety and hygiene factors at departmental worksites; an office ergonomic guide; and Personnel Policies and Procedures Directives for hazardous waste and WHMIS.

Literature on hygiene topics such as non-ionizing radiation, waste disposal, respiratory protection, chlorine storage, asbestos, and benzene and lead/mercury in paints was researched.

**Occupational Health**

1991 was a year of transition for the Occupational Health Section. The focus changed from direct program delivery to consultation and advice, as departments took on the direct responsibility for programs. As a result of the changed focus, a concentrated effort was made to identify ways to assist departments meet the requirements of occupational health and safety legislation. The initial step was to identify priority areas. To do this, a needs-assessment document was designed, and each department's needs were identified.

A priority of the Occupational Health Section was to rewrite directives and standards for legislated programs to reflect the changed mandate. Operational standards were designed for Hearing Conservation, Pulmonary Fibrosis, and Lead and Pesticide Exposure. A standard for health examinations was also completed in draft format. Work continues on the final format, and on directives for areas that are not legislation-driven. Reports and documents for the program were redesigned to include the appropriate standards.

The EARS (Employee Audiometric Reporting System) was redesigned and renamed CHIP (Computerized Health Information Program). The new system was parallel-tested for accuracy and the old program discontinued. The new CHIP program is streamlined and simplified for easier use.

Occupational Health staff were part of a committee which addressed back injuries within the Alberta Public Service. Price Waterhouse was contracted to do the initial study and submit an implementation proposal. The committee priorized the program components contained in the Price Waterhouse proposal and submitted them to the Personnel Directors' Council for consideration in early 1992.

**Occupational Medicine**

The Medical Consultant conducts and coordinates the medical aspects of the five occupational health and safety

programs and consults with departments on occupational medicine. Key activities in 1991 included coordinating 65 medical examinations for selected occupational groups, and 56 medical reviews, 14 of which resulted in full medical boards.

**Diagnostic and Referral Service**

As the Employee Assistance Program for the Alberta Public Service, the Diagnostic and Referral Service responds positively to employee needs for resolving personal emotional problems and developing psychological and vocational wellness. The restraint environment, and unfamiliar economic and social conditions generated pressures and changes that worsen behavioural health problems. As a result, self-referrals by employees to the Diagnostic and Referral Service were high. In addition, managers assisted employees who had psychological problems, and promoted well-being. This increased the demand for treatment, and emphasized prevention and health enhancement.

During 1991, the Diagnostic and Referral Service held behavioural health seminars by private specialists. There were a total of 15 seminars on the topics of Combating Stress in the Workplace, Positive Assertiveness, and Building Effective Interpersonal Relationships. The program continued to give seminars on Managing the Troubled Employee, and on special behavioural health issues in the workplace. The Diagnostic and Referral Service presented a Critical Incident Stress Debriefing to different groups of employees during 1991. The program worked with the Medical Consultant to resolve cases where physical health was complicated by behavioural health and work performance. The scope and volume of employee assistance services has increased significantly in the Diagnostic Referral Service.

# Systems and Planning Support Division

## Systems

The re-engineering of the cross-government information system was approved and initiated. Re-engineering will result in better access to accurate and timely information for all departments.

Approval has been given to automate policy and procedure manuals. This will allow departments to access them on-line.

The branch was active in providing both formal and informal training to clients. Information was provided through the user group, a regular cross-government newsletter and the Human Resource Information Systems user-support sessions.

A local area network with access to common applications has been implemented to serve all divisions of the department.

## Human Resource Planning

During 1991, this program area provided consulting services to all departments and the Personnel Administration Office on human resource planning. The Human Resource Planning Policy is being redrafted with an accompanying guideline. Through networking sessions and a regular quarterly newsletter, information on human resource planning trends, programs, and available literature is provided to the personnel community.

## Personnel/Payroll

Throughout the year, the branch offered all areas of services to Personnel Administration Office employees. An on-line payroll system, making payroll services more effective and efficient for all employees, was implemented.

Revising the performance management system for the Personnel Administration Office was started this year. An Employee Recognition Program was developed and implemented for the employees of the Personnel Administration Office.

# Personnel Management Improvement Services Division

The mandate of the Personnel Management Improvement Services Division is to review human resource management programs and practices, and how they are applied by individual departments. Managers, representing all classification levels, all program areas and a mix of central office and regional staff, are interviewed in each department using a standardized evaluation questionnaire. Based on this information, the division identifies areas where improvements in human resource management programs and practices may be possible. These, as well as recommendations for change are outlined in departmental reports.

In 1991, the Personnel Management Improvement Services Division completed interviews for the eight remaining departments to be included in this first cycle of reviews. A total of 227 interviews was conducted during the year.

The completion of these interviews represents a significant point in the division's departmental review program as it completes the first cycle. The reviews started in 1988 when the program was first implemented and are anticipated to be repeated on a cyclical basis. A total of 795 interviews of managers from 28 departments has been completed in this first cycle.

The division maintains statistical data on key program indicators and current and emerging government-wide trends for use in departmental and human resource planning activities. The division chaired a task force and coordinated the work of a number of inter-departmental working committees in 1991 to achieve an integrated approach to reporting monitoring data.

# Occupational Health and Safety Program 1991

| Programs | Number of Courses | Number of Participants | Days of Duration | Training Days |
|---|---|---|---|---|
| Combating Stress in the Workplace | 2 | 37 | 1 | 37 |
| Defensive Driving | 2 | 27 | 1 | 27 |
| Joint Work Site Health & Safety Committee | 1 | 10 | 1 | 10 |
| Managing the Troubled Employee | 4 | 59 | 0.5 | 29.5 |
| Standard Modular First Aid | 1 | 13 | 2 | 26 |
| Emergency Roadside Survival | 1 | 17 | 2 | 34 |
| Standard Modular First Aid Plus | 3 | 47 | 2.5 | 117.5 |
| Material Safety Data Sheets | 1 | 15 | 1 | 15 |
| Building Effective Interpersonal Relationships | 1 | 19 | 1 | 19 |
| Occupational Health and Safety | 1 | 5 | .5 | 2.5 |
| Joint Worksite Health & Safety – Self-Directed | 1 | 2 | 30 | 60 |
| W.H.M.I.S. – Module I – Self-Directed | 1 | 1 | 15 | 15 |
| W.H.M.I.S. – Module II – Self-Directed | 1 | 1 | 15 | 15 |
| **TOTALS:** | **20** | **253** | **72.5** | **407.5** |

# Staff Development Leave*
# 1991

| Department | Course Subsidizations | Education Leave |
|---|---|---|
| Advanced Education | 253 | 3 |
| Agricultural Development Corporation | 16 | 0 |
| Agriculture | 1002 | 7 |
| Alberta Public Safety Services | 40 | 1 |
| Attorney General | 101 | 2 |
| Auditor General | 67 | 0 |
| Career Development and Employment | 485 | 1 |
| Consumer and Corporate Affairs | 211 | 0 |
| Culture and Multiculturalism | 234 | 0 |
| Economic Development and Trade | 344 | 0 |
| Education | 167 | 0 |
| Energy, Forestry, Lands and Wildlife | 599 | 5 |
| Environment | 895 | 0 |
| Family and Social Services | 776 | 1 |
| Federal and Intergovernmental Affairs | 52 | 0 |
| Health | 1008 | 1 |
| Labour | 9 | 1 |
| Legislative Assembly | 13 | 0 |
| Municipal Affairs | 1228 | 1 |
| Occupational Health and Safety | 245 | 1 |
| Personnel Administration Office | 59 | 0 |
| Public Affairs Bureau | 53 | 0 |
| Public Utilities Board | 49 | 0 |
| Public Works, Supply and Services | 598 | 1 |
| Recreation and Parks | 413 | 0 |
| Solicitor General | 156 | 0 |
| Technology, Research and Telecommunications | 25 | 0 |
| Tourism | 60 | 0 |
| Transportation and Utilities | 1550 | 2 |
| Treasury | 356 | 1 |
| **TOTAL:** | **11,064** | **28** |

* An employee who receives financial assistance while on staff development leave may be required to fulfil a return service commitment with the government, as set out in the Staff Development Leave Regulations.

# Staff Development Courses
# January – December, 1991

| Course | Number of Times Offered | Number of Participants | Course Length | Total Training Days |
|---|---|---|---|---|
| Admin. Support Staff Conference | 1 | 244 | 1 | 244 |
| Balancing Work and Family Symposium | 1 | 619 | 1 | 619 |
| Be Assertive—Increase Your Influence | 5 | 94 | 3 | 282 |
| Career Enhancement for Managers | 2 | 42 | 2 | 84 |
| Career Enhancement for Senior Managers | 2 | 28 | 1 | 28 |
| Career Planning for Professionals | 4 | 85 | 3 | 255 |
| Communicating More Effectively | 3 | 77 | 2 | 154 |
| Consulting Skills | 3 | 71 | 4 | 284 |
| Consulting Skills I | 1 | 28 | 5 | 140 |
| Corporate and Strategic Planning | 2 | 41 | 3 | 123 |
| Creating A Motivating Climate | 1 | 8 | 2 | 16 |
| Critical Leadership Skills for the '90s | 1 | 335 | .5 | 167.5 |
| Dealing With The Public | 2 | 48 | 2 | 96 |
| Deputy Minister Sessions | 2 | 64 | .25 | 16 |
| Developing Leadership Skills | 2 | 27 | 3 | 81 |
| Effective Presentations for Supervisors | 2 | 17 | 2 | 34 |
| Effective Writing for Managers and Staff Specialists | 4 | 53 | 1 | 53 |
| Effective Writing Workshop | 4 | 81 | 2 | 162 |
| Essentials of Situational Leadership | 2 | 49 | 3 | 147 |
| Financial Management | 2 | 47 | 2 | 94 |
| Group Facilitation Skills | 2 | 23 | 3 | 69 |
| High Performing Organization and Visionary Leadership | 3 | 59 | 2 | 118 |
| Human Rights Workshop | 1 | 7 | 1 | 7 |
| Interpersonal and Organizational Skills for Clerical and Secretarial Staff | 2 | 41 | 3 | 123 |
| Introductory Career Planning | 2 | 39 | 3 | 117 |
| Issues Series – Breakfast Sessions | 4 | 317 | .25 | 79.25 |
| – Half-Day Sessions | 3 | 172 | 0.5 | 86 |
| Leadership Effectiveness Report | 1 | 13 | 1 | 13 |

| Course | Number of Times Offered | Number of Participants | Course Length | Total Training Days |
|---|---|---|---|---|
| Leadership for Change | 2 | 30 | 2 | 60 |
| Logical and Creative Problem Solving | 2 | 42 | 2 | 84 |
| Management Preparation | 4 | 92 | 4 | 368 |
| Management Skills Profile Workshop | 1 | 9 | .5 | 4.5 |
| Managing Conflict | 3 | 64 | 2 | 128 |
| Managing in the Public Service | 1 | 20 | 4 | 80 |
| Managing the Decision Process | 1 | 22 | 3 | 66 |
| Managing the Planning Process | 1 | 22 | 3 | 66 |
| Managing Time | 3 | 64 | 1 | 64 |
| Media Relations | 3 | 34 | 1 | 34 |
| Meeting Skills | 3 | 58 | 2 | 116 |
| Monitoring Effectiveness in the Public Sector | 2 | 38 | 3 | 114 |
| Orchestrating Team Performance | 3 | 40 | 2 | 80 |
| Performance Management for Managers | 2 | 45 | 2 | 90 |
| Performance Management for Supervisors | 3 | 64 | 2 | 128 |
| Power and Influence | 1 | 20 | 2 | 40 |
| Pre-Retirement Planning | 11 | 241 | 2 | 482 |
| Report Writing Workshop | 2 | 32 | 2 | 64 |
| Self-Study Programs: | | | | |
| – Dealing with the Public | — | 10 | 2 | 20 |
| – English Usage and Grammar | — | 22 | 2 | 44 |
| – Interpersonal Communication | — | 0 | — | — |
| – Letter and Memo Writing | — | 8 | 2 | 16 |
| – Report Writing | — | 3 | 2 | 6 |
| Senior Executive Development Program | 5 | 119 | 5 | 595 |
| Seven Habits of Highly Effective People | 2 | 405 | .5 | 202.5 |
| The Art of Negotiating (one day) | 1 | 23 | 1 | 23 |
| The Art of Negotiating (two days) | 3 | 50 | 2 | 100 |
| Transitions—The Key to Dealing Successfuly with Change | 1 | 15 | 2 | 30 |
| **TOTALS:** | **124** | **4,321** | **114.5** | **6,796.75** |

# Special Placement Program Statistics 1991

| | |
|---|---|
| **New Clients Accepted to the Program:** | **125** |
| **Clients Accepted from Previous Year:** | **52** |

**Categories of Disadvantaged:**

| | |
|---|---|
| Physically Disabled | 58% |
| Emotionally / Mentally Disabled | 7% |
| Over Age 45 Years and Lack Recent Work Experience | 35% |

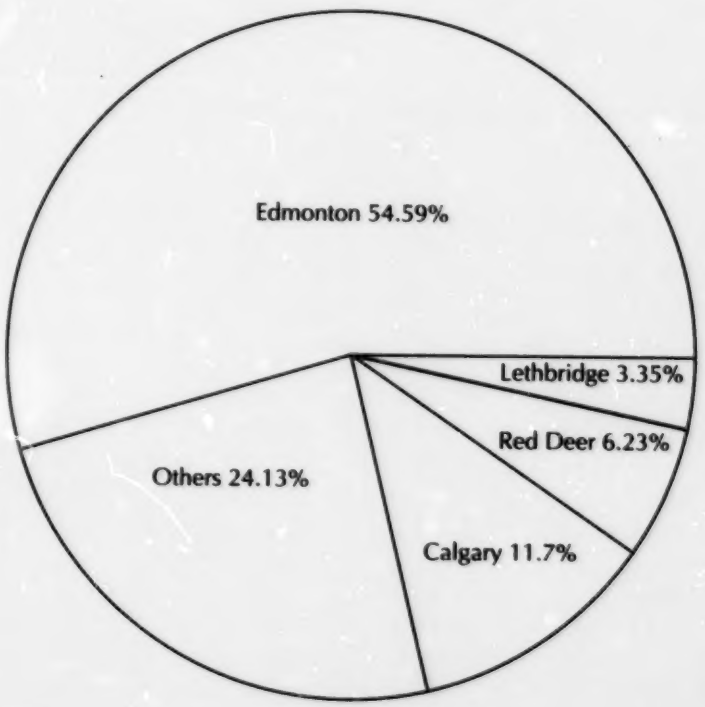
**Placements:***

| Type of Positions: | |
|---|---|
| Work Experience | 85 |
| Wages | 21 |
| Assessment | 29 |

| **Interviews:** | **Initial** | **Follow-up** |
|---|---|---|
| | 116 | 144 |

* These figures do not include disadvantaged persons hired who did not require the assistance of this program.

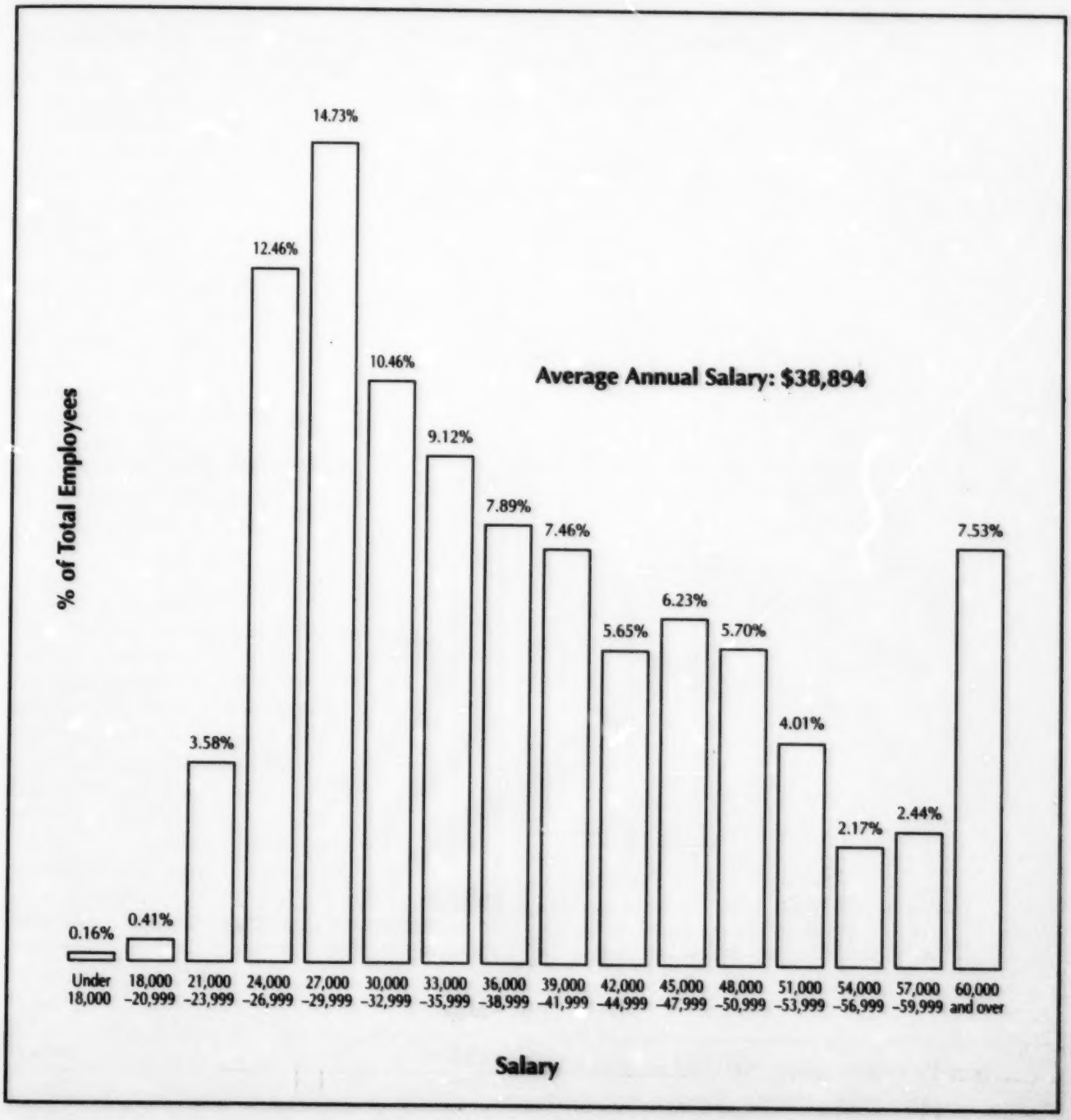
## Distribution of Salaried Staff by Geographic Location December 31, 1991



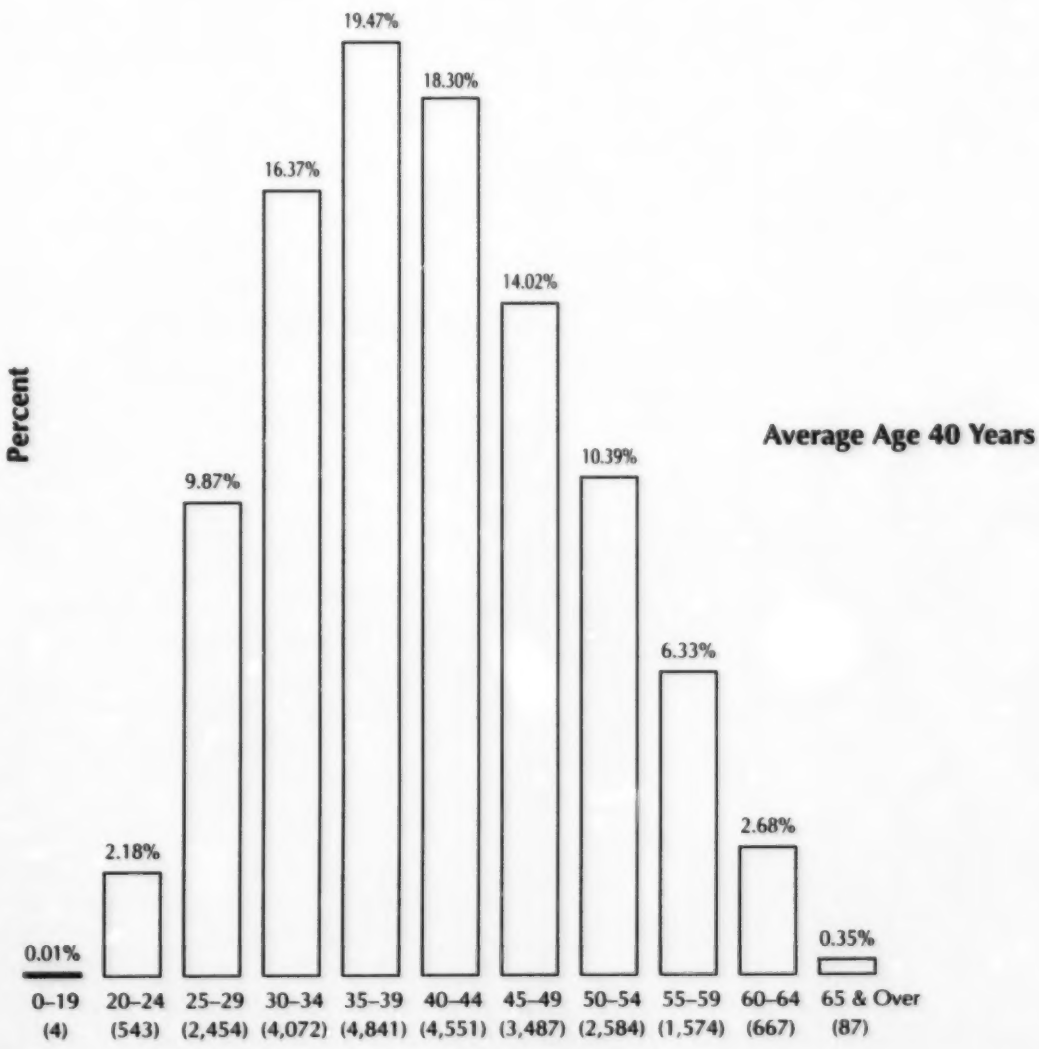
# Recruitment and Selection Competitions Conducted by Departments in1991

| Department | Number | Percentage |
|---|---|---|
| Advanced Education | 81 | 5.09% |
| Agriculture | 34 | 2.14% |
| Alberta Oil Sands Equity | 2 | 0.13% |
| Alberta Public Safety Services | 6 | 0.38% |
| Attorney General | 157 | 9.87% |
| Auditor General | 3 | 0.19% |
| Career Development and Employment | 33 | 2.08% |
| Consumer and Corporate Affairs | 15 | 0.94% |
| Culture and Multiculturalism | 8 | 0.50% |
| Economic Development and Trade | 11 | 0.69% |
| Education | 42 | 2.64% |
| Energy | 41 | 2.58% |
| Environment | 52 | 3.27% |
| Environment Council of Alberta | 5 | 0.31% |
| Executive Council | 3 | 0.19% |
| Family and Social Services | 426 | 26.79% |
| Federal and Intergovernmental Affairs | 3 | 0.19% |
| Forestry, Lands and Wildlife | 40 | 2.52% |
| Health | 141 | 8.87% |
| Labour | 37 | 2.33% |
| Legislative Assembly | 4 | 0.25% |
| Métis Settlements Transition Commission | 4 | 0.25% |
| Municipal Affairs | 113 | 7.11% |
| Occupational Health and Safety | 12 | 0.75% |
| Office of the Chief Electoral Officer | 1 | 0.06% |
| Office of the Ombudsman | 0 | 0.00% |
| Personnel Administration Office | 7 | 0.44% |
| Public Affairs Bureau | 13 | 0.82% |
| Public Utilities Board | 1 | 0.06% |
| Public Works, Supply and Services | 50 | 3.15% |
| Recreation and Parks | 22 | 1.38% |
| Solicitor General | 78 | 4.90% |
| Technology, Research and Telecommunications | 2 | 0.13% |
| Tourism | 20 | 1.26% |
| Transportation and Utilities | 50 | 3.15% |
| Treasury | 73 | 4.59% |
| **TOTAL** | **1590** | **100.0%** |

## Annual Salary Distribution of Permanent Full-Time Employees December 31, 1991



# Age Distribution of Full-Time Permanent Employees December 31, 1991




*Note:* Parentheses indicate number of employees.

# Management and Non-Management Classification Transactions by Department 1991

| Departments | Number | Percentage |
|---|---|---|
| Advanced Education | 253 | 3.07% |
| Agriculture | 158 | 1.92% |
| Alberta Oil Sands Equity | 1 | 0.01% |
| Alberta Public Safety Services | 15 | 0.20% |
| Attorney General | 799 | 9.71% |
| Auditor General | 0 | 0.00% |
| Career Development and Employment | 140 | 1.70% |
| Consumer and Corporate Affairs | 72 | 0.87% |
| Culture and Multiculturalism | 123 | 1.50% |
| Economic Development and Trade | 64 | 0.80% |
| Education | 157 | 1.91% |
| Energy | 170 | 2.06% |
| Environment | 124 | 1.51% |
| Environment Council of Alberta | 5 | 0.06% |
| Executive Council | 0 | 0.00% |
| Family and Social Services | 2193 | 26.65% |
| Federal and Intergovernmental Affairs | 26 | 0.31% |
| Forestry, Lands and Wildlife | 323 | 3.92% |
| Health | 923 | 11.22% |
| Labour | 94 | 1.14% |
| Legislative Assembly | 0 | 0.00% |
| Métis Settlements Transition Commission | 34 | 0.41% |
| Municipal Affairs | 369 | 4.48% |
| Occupational Health and Safety | 47 | 0.57% |
| Office of the Chief Electoral Officer | 0 | 0.00% |
| Office of the Ombudsman | 0 | 0.00% |
| Personnel Administration Office | 30 | 0.36% |
| Public Affairs Bureau | 94 | 1.14% |
| Public Utilities Board | 2 | 0.02% |
| Public Works, Supply and Services | 526 | 6.40% |
| Recreation and Parks | 99 | 1.20% |
| Solicitor General | 686 | 8.34% |
| Technology, Research and Telecommunications | 18 | 0.22% |
| Tourism | 55 | 0.67% |
| Transportation and Utilities | 459 | 5.58% |
| Treasury | 170 | 2.06% |
| **TOTAL:** | **8229** | **100.0%** |

# Percentage of Management and Non-Management Classification Activity 1991

| | Number | Percentage |
|---|---|---|
| Management Delegated Classification Transactions | 543 | 6.60% |
| Management Non-Delegated Classification Transactions | 97 | 1.18% |
| Non-Management Delegated Classification Transactions | 7537 | 91.59% |
| Non-Management Non-Delegated Classification Transactions | 52 | 0.63% |
| **TOTAL:** | **8229** | **100.0%** |